



KAYONGO ALLAN

Senior Planner

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Summary

I am enthusiastic, passionate and knowledgeable about: Macroeconomics Policy Analysis; Development Economics, Development Research; Development Planning; Public Policy, Management and Modelling; Strategic Planning; Project Writing, Management and Appraisal; Business Modelling; Financial and Economic Modelling; Public Policy; Corporate Governance; African Peer Review Mechanism (APRM); Monitoring and Evaluation; Risk Analysis, Management and Modelling; among others. I am a flexible and determined individual who can easily form working partnerships with a number of people. I am a self-motivated, dependable and reliable individual, who can easily work independently but also good at forming winning teams. I am also a fast learner who always aims at maximum results for whatever I attempt to do. I have an undying desire to decipher the unknown; while doing it with the highest degree of professionalism and Integrity.

Education

2022 – Present	PhD Economics Makerere University
2017	Masters of Arts in Economics Makerere University
2017	Uganda Certificate of Education (UACE) St. Maria Gorretti SSS, Katende
2014	Bachelor of Science with Education (Maths, Economics) Makerere University
2009	Uganda Advanced Certificate of Education (UACE) - (Maths, Economics, Geography/Entrepreneurship – MEG/Ent.) St. Maria Gorretti SSS, Katende

Other Courses & Trainings Attended

- January, 2026: Training in the Comprehensive Adaptive Expectations Model by IMF
- June, 2025: Risk Analysis and Mitigation Course by International Association of Strategy Professionals (IASP) – Uganda Chapter
- 2022: Industrial Policy for Policy Makers (IPPM) Course from South Africa under the African Programme on Rethinking Economics (APORDE)
- Feb. 2021 – Aug. 2021: Greater Kampala Metropolitan Area (GKMA) Local Economic Development (LED) Training by ESAMI under the World Bank Trust Fund Project with the National Planning Authority (NPA).
- Oct. 2019 – Dec., 2020: Systems Dynamic Modelling Course by Millennium Institute, USA.
- June, 2018: Systems Modelling of SDGs by UNECA.
- Dec., 2017: Analytical Estimation of Uganda's Multi-Dimensional Poverty (MPI) by Oxford Poverty and Human Development (OPHI)
- Oct., 2017: Theory of Multi-Dimensional Poverty (MPI) Assessment by Oxford Poverty and Human Development (OPHI)
- Dec., 2016: CGE Modelling and MAMS course by National Planning Authority
- 2013: Certificate in Counselling and Guidance by College of Education and External Studies, Makerere University.
- June – Oct., 2025: Debt Sustainability Analysis by the International Monetary Fund (IMF)
- Jan. 2024 – March, 2024: The Mastering Strategy: Strategic Management System Certification Program (SMPS) by Strategies and the Center for Excellence in Public Leadership (George Washington University; and Baldrig Foundation.
- Sept. 2021 – Dec., 2021: Certified Risk Analyst (CRA) Certification by the Global Academy of Finance and Management (GAFM)
- December, 2020: Virtual Experts' Training on African Charter for Democracy, Elections and Governance (ACDEG) by African Governance Architecture, African Union and ActionAid.
- Sept. 2019 – Sept. 2020: Certified Financial Analyst (CFA) Course by CFA Institute – (My Exams were interrupted by COVID-19)
- April, 2018: Systems Dynamic Modelling by Millennium Institute (USA).
- Dec., 2017: Refresher STATA Training at Economic Policy Research Centre (EPRC)
- Sept., 2017: SDG Integration into National Development Plans
- Dec., 2016: National Training on Indicators of Trade and Industrial Competitiveness by UNIDO
- 2010: Certificate in Computer Applications by Open Distance Learning, Kyambogo, University.
- August, 2025: Customised Course on Communication of M&E Results by UEA
- Sept. 2023 – Nov. 2023: Integrated Planning and Reporting Toolkit (IPRT) Course by UNECA
- Jan. 2021 – April, 2021: Sustainable Development Planning Course by the African Institute of Development Planning (AIDEP) under the auspices of United Nations Economic Commission of Africa (UNECA).
- Sep. 2020 – Oct, 2020: Financial Programming and Policies by Africa Training Institute (ATI) by the International Monetary Fund (IMF).
- October, 2018: Non-Tariff Measures Course by UNCTAD Virtual Institute. 9th -20th July, 2018: Green Innovation Centres for the Agriculture and Food Sector; Exposure Seminar jointly organized by GIZ & DRGV (cooperatives big and small - services and governance) in Feldafing Germany.
- Jan., 2018: National Training on M&E Framework for Uganda's Industrial Policy by UNIDO
- Nov., 2017: SDG Modelling: Systems Maps & Systems Dynamics by UNECA
- July, 2017: Macroeconomics Capacity building for Ugandans (in Fuzhou; China)
- 2016: Macroeconomics Forecasting by EDX;

Research And Professional Interests & Abilities

I am knowledgeable and adept with a multiplicity of skills including: Strategy Setting; Macroeconomic Policy Analysis; Development Planning; Strategy Formulation; Monitoring and Evaluation, Reviews, Reporting and Learning (MERL); Development Economics; Project Analysis, Development and Appraisal; Public Policy, Management & Modelling; Corporate Governance; Institution Building; Public Sector Transformation; Business Modelling; Risk Analysis, Management and Modelling and a wide range of Economic Analyses (including, Public Sector, Monetary, Economic Growth & Development analyses and other micro-founded macro-aspects).

I am also interested and adept in: International and Regional Economics; Innovation; Firm Performance; Transport Economics; Education Analysis; Labour Analysis; and Poverty & Inequality, among other policy related research. I have passion and expertise in: Development Planning; Budget Analysis; Macro. Meso and Micro-economic Research; Strategy Formulation, Strategic Planning and Action Planning; Policy Research and Innovation; Project writing, management and Appraisal; Business Modelling; Financial and Economic Modelling; Monitoring and Evaluation, the African Peer Review Mechanism (APRM); and Risk Analysis; Management and Modelling; among others. I also have proficiency in various computer and econometrics applications like: MS-Excel; E-views; STATA; Vensim; Gretl; Computed General Equilibrium (CGE); Dynamic Stochastic General Equilibrium (DSGE) and Systems Modelling among others. I am good at Organisational skills and Strategic Partnerships, working and delivering with winning teams from a cross-section of different stakeholders, from Government, Private Sector, Civil Society Organisations (CSOs), Academia and Development Partners.

Skills

Articulate and Knowledgeable on matters of Macroeconomics; Economics; Policy Research; Monitoring and Evaluation; Public Policy & Analysis and Analytical Research; and Project Analysis, Development and Appraisal

Excellent analytical and reasoning skills that help to simplify bulky information;

Great writing, Communication and Interpersonal skills;

Business and Financial Analysis and Modelling;

Leadership and Self-Motivation;

Problem solving and Articulation;

Knowledge on International, African and Ugandan Development Planning and Development Policy;

Knowledge of Multiple Computer Packages & Data Analytical Packages;

Project Writing, Management and Appraisal Skills;

Strategic Planning and Thinking;

Counselling and Guidance;

Coordination

Professional Experience

January 2022 – Present

National Planning Authority (NPA)

Senior Planner – Strategic Planning

As a Senior Planner – Strategic Planning at the National Planning Authority, I am assigned among other things to:

- Lead the technical drafting of the National Development Plan (NDP);
- Support the coordination of development planning in the country;
- Support the review and approval of MDA and LG Strategic Plans, in line with the country's planning frameworks;
- Integrate other national, regional and international development planning Agendas into the NDPs;
- Support building capacities of MDAs and Local Governments in Development Planning;
- Support the development of strategic working papers to inform the Plan;
- Assess and suggestion improvement modalities for the implementation of the NDP reforms;
- Perform any other role as may be assigned by the Management.

April 2021 –
January 2022

National Planning Authority (NPA)
Senior Planner – Corporate Governance

As a Senior Planner – Corporate Governance in the African Peer Review Mechanism Secretariat at the National Planning Authority, I was assigned among other things to:

- Prepare the thematic area components of the APRM Country Self-Assessment Reports, Country Review Reports and APRM National Programme of Action;
- Ensure implementation of Corporate Governance issues in the National Development Planning processes;
- Ensure shared national indicators for Corporate Governance are in place for monitoring progress
- Work with the sector focal points and local government structures to ensure that the Plan of Action (POA) prioritized actions and indicators in the Corporate Governance thematic area are incorporated in the sector strategic plans, annual budgets and work plan;
- Review annual the sector budget framework papers to ensure that the POA prioritized actions on Corporate Governance are included;
- Review the POA activities in this thematic area and align them with the National budget priorities;
- Track implementation of POA activities that are incorporated in the National Development plan;
- Prepare and produce Annual monitoring reports for the APRM Governing Council;
- Support advocacy and dissemination of the Country Review Report at national and subnational levels;
- Provide support and work closely with the National Governing Council, especially the relevant thematic area committee;
- Perform any other duties as and when directed by the relevant authority.

March 2021 – May 2021

African Peer Review Mechanism (APRM), National Planning Authority
Acting Assistant Coordinator

As the Acting Assistant Coordinator – African Peer Review Mechanism (APRM) at the National Planning Authority (NPA), I was assigned among other things to:

- Supervise, monitor and appraise Department Staff;
- Attend NPA Management Meetings;
- Develop Department Budgets and Work-Plans;
- Prepare the thematic area components of the APRM Country Self-Assessment Reports, Country Review Reports and APRM National Programme of Action;
- Ensure implementation of Corporate Governance issues in the National Development Planning processes;
- Ensure shared national indicators for Corporate Governance are in place for monitoring progress
- Work with the sector focal points and local government structures to ensure that the Plan of Action (POA) prioritized actions and indicators in the Corporate Governance thematic area are incorporated in the sector strategic plans, annual budgets and work plan;
- Review annual the sector budget framework papers to ensure that the POA prioritized actions on Corporate Governance are included;
- Review the POA activities in this thematic area and align them with the National budget priorities;
- Track implementation of POA activities that are incorporated in the National Development plan;
- Prepare and produce Annual monitoring reports for the APRM Governing Council;
- Support advocacy and dissemination of the Country Review Report at national and subnational levels;
- Provide support and work closely with the National Governing Council, especially the relevant thematic area committee;
- Perform any other duties as and when directed by the relevant authority.

August 2020 –
March 2021

National Planning Authority (NPA)

Acting Senior Planner – Corporate Governance

As an Acting Senior Planner – Corporate Governance in the African Peer Review Mechanism Secretariat at the National Planning Authority, I am assigned among other things to:

- Prepare the thematic area components of the APRM Country Self-Assessment Reports, Country Review Reports and APRM National Programme of Action;
- Ensure implementation of Corporate Governance issues in the National Development Planning processes;
- Ensure shared national indicators for Corporate Governance are in place for monitoring progress
- Work with the sector focal points and local government structures to ensure that the Plan of Action (POA) prioritized actions and indicators in the Corporate Governance thematic area are incorporated in the sector strategic plans, annual budgets and work plan;
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- Review the POA activities in this thematic area and align them with the National budget priorities;
- Track implementation of POA activities that are incorporated in the National Development plan;
- Prepare and produce Annual monitoring reports for the APRM Governing Council;
- Support advocacy and dissemination of the Country Review Report at national and subnational levels;
- Provide support and work closely with the National Governing Council, especially the relevant thematic area committee;
- Perform any other duties as and when directed by the relevant authority.

July 2017 – March 2021

National Planning Authority (NPA)

Planner - Policy Research and Innovation Department

As a Planner in the Policy Research and Innovation Department at NPA, I am assigned among other things to:

- Carry out policy related research that influences the policy scope in Uganda especially in line with Uganda's Research Agenda and the NDP II towards the realization of Uganda Vision 2040.
- Develop NPA Standard Presidential Economic Council (PEC) and Research guidelines so as to define the NPA's uniqueness and standard in undertaking research.
- Inform and influence Uganda's Research Agenda and oversee the formulation of Uganda's Innovation framework
- Edit and Review NPA research outputs to top quality before they are finalized and disseminated
- Undertake data extraction, manipulations and fieldworks to get actual data that informs research studies
- Organize the National Development Policy Forums (NDPFs) that address Uganda's Policy Space
- Attend in the planning, thought and think-tank processes to influence Uganda's Development
- Establish fruitful research and publishing partnerships between NPA and other Research stakeholders so as to accelerate and influence factual informed policy.
- Undertake any other roles as may be directed by my Superiors.

September 2016 –
June 2017

National Planning Authority (NPA)

Graduate Trainee - Policy Research and Innovation Department

As Graduate Trainee in the Policy Research and Innovation Department at NPA, I was assigned among others to:

- Carry out policy related research that influences the policy scope in Uganda
- Edit and Review NPA research outputs before they are finalized
- Carry out fieldworks to get actual data that informs research studies

- Organize the National Development Policy Forums that address Uganda's policy
- Attend in the planning, thought and think-tank processes to influence Uganda's Development
- Inform and influence Research Agenda and come up with the Innovation framework
- Establish fruitful research partnerships between NPA and other Research stakeholders so as to accelerate and influence factual informed policy.
- Undertake any other role as may be directed by my Superiors.

July 2016 –
August 2016

**A Collaborative Research study by EPRC, World Bank and LSE
Research Assistant; "Barriers to Firm Expansion in Kampala, Wakiso and Mukono Districts Project"**

As a research assistant under this project, I was assigned to:

- Set-up appointments between the Researchers and the various Business Chief Executives
- Coordinate these research appointments
- Undertake fieldwork research
- Write transcripts of what transpired between the interviewers and the Business Executives
- Make preliminary analysis of any emerging issues
- Any other role as was assigned from time to time.

January 2016 –
July 2016

**Economic Policy Research Centre (EPRC)
Graduate Intern**

Among the various roles, I was assigned to:

- To help out the researchers in data collection, data sorting and analysis;
- Participate in the literature review of some of the research works;
- Attend and participate in the internal research seminars;
- Any other roles that were assigned from time to time;
- While at EPRC, I was also involved in the local content and oil gas study project in Uganda I Collaboration with the King Abdullah Petroleum Studies and Research Centre (KAPSARC)

November 2015 –
December 2015

**A collaborative Research between University of California, St Barbra and Makerere University
Research Assistant; "Repairing information underload"**

In executing this role, I was assigned to:

- Carry out national wide fieldwork as regards the relationship between information on social service delivery by the Local Governments and how this influences election results.
- Interpret and analyze emerging data
- Contact and communicate with local leaders and their residents
- Any other role that was necessitated

September 2015 –
April 2016

Monetary Economics Books "International Money, Finance, Growth and Policy in an African Setting" and "Monetary Theory, Institutions, and Policy in an African Setting" by Professor Hyuha A. Mukwanason, published in by Lambert Publishers in 2017

Research Assistant & Reviewer

The role necessitated me to:

- To review and update the contents of the book to the latest information about monetary policy in Developing Economies;
- To review and update all Economic theory that was used in the books;
- To insert and update all equations and formulae used in the books;
- To re-draw all the illustrations that were used in the books; and
- To crosscheck and update data that was used in the books.

June 2015 –
September 2015
Arusha, Tanzania

**African Economic Research Consortium
Student-Joint Facility of Electives**

During this period, I attended the Joint Facility of Electives in Arusha under the auspices of African Economic Research Consortium. While there, I undertook Econometrics Theory & Practice and Monetary Theory & Practice.

July 2014 –
December 2014
Nakawa, Kyambogo

**Kampala Capital City Authority in Conjunction with Uganda Bureau of Statistica
Sub-county Census Supervisor**

Under this role, I was assigned:

- To be the trainer of all census enumerators as regards the census questionnaire and the enumeration process.
- Get in touch with the area leaders to mobilise the people for the enumeration exercises
- Summarise all census results and report them back to the center
- Supervise the Enumeration process
- Transport and provide enumeration material to and from the enumeration centers
- Any other roles that were assigned

October 2013 –
March 2014

**Kampala Capital City Authority Headquarters
Data Entry Clerk**

Under this role, I was assigned to:

- Enter any kind of data that was provided into the system
- Check for inconsistencies that appeared in the data and carry out analysis

Leadership, Community And Social Responsibility

2025 – Present	First Vice President – Experts Bureau of Africa's Sustainable Development
2019 – 2023	Board of Directors – Optimal Social Fund (OSF)
2020 – 2022	Chairperson – Crosslinks Investment Club
2018 – 2019	Vice Chairperson – Crosslinks Investment Club
2018 – Present	Publicity Secretary, GT – Forum Investment Club
2011 – 2016	Youth Publicity Secretary, Cell K4, Kyambogo Village, Nakawa, Kampala
2011 – 2016	Youth Student Affairs Secretary - Kyambogo Parish, Nakawa, Kampala
2011 – 2013	Student Coordinator in Mathematics and Economics, School of Education Makerere University

Hobbies And Extra Curricular Activities

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|---|--|--------------------|
| • Reading, Writing; Teaching; Learning and Research | • Discussing, Debating and Socializing | • Games and Sports |
| • Discovering and Travelling | • Photography and Poetry | |

Policy Accomplishments And Publications

I am (or was) part of the Team that is developing (developed) the following Government (NPA) Publications and Policy Accomplishments among others:

- Secretariat – Core Drafting Committee of Uganda fourth National Development Plan (NDP/IV: 2025/26 – 2029/30)
- Member of the Core Team on Uganda's second Human Resource Development Plan (HRDP);
- Core Drafting Team Member of the National Planning Authority Strategy Plan (2025/26 - 2029/30)
- Regional Steering Committee Member for the Development of the 7th East African Development Strategy
- Ugandan Senior Technical Official for a number of Sectoral Committee of Ministers and Ministers of East African Affairs Meeting at Arusha Tanzania
- Uganda National Team for the Development of the 7th East African Development Strategy;

- Member of the Uganda Multi-sectoral Nutrition Action Plan Drafting Committee. I particularly led the Strategic Direction formulation for the third Uganda National Nutrition Action Plan (UNAPIII);
- On a number of occasions, supported the development of presentations for Cabinet, Cabinet Retreats, Parliament Induction and Orientations, and Ministry of Finance, Planning and Economic Development (MoFPED) Top Management and Top Technical Meetings;
- National Planning Authority Representative for the Consultations of Uganda's Issues at the World Trade Organisation
- Member of Uganda's LDC Graduation Committee under the UN Arrangement.
- Uganda National Technical Coordinator for the Data-Cipation AUDA-NEPAD Project on the Citizen's Engagement Platform (CEP).
- Uganda Expert for the UN – CEPA Principles Report.
- Secretariat to the Strategic Planning Review Committee for different MDAs' Strategic Plans
- Part of the Team(s) that developed various MDA and LG Strategic Plans (For example, Uganda Institute of Information and Community Technology; Kampala Capital City Authority (KCCA); Makerere University; Atomic Energy Council (AEC))
- Part of the Multi-Sectoral Team that developed a Cabinet Paper on Uganda's Energy Generation Strategic Plan;
- Part of the Secretariat for the development of the NDPIII Reprioritization Report;
- Part of the Team that undertook the Mid-Term Review for the Uganda Heart Institute (UHI) Strategic Plan (2020/21 – 2024/25);
- Part of the Team that undertook the Mid-Term Review for the Uganda AIDS Commission (UAC) Strategic Plan (2020/21 – 2024/25);
- Part of the Team that undertook the Mid-Term Review for the Uganda Health Service Commission (HSC) Strategic Plan (2020/21 – 2024/25);
- Part of the Team that undertook the Mid-Term Review for the Judicial Service Commission Strategic Plan (2020/21 – 2024/25);
- Part of the Team that undertook the Mid-Term Review for the Uganda Railways (UR) Strategic Plan (2020/21 – 2024/25);
- Part of the Team that developed a "Factors of Production" Policy Paper;
- Developed a Policy Paper on the East Africa Forum for National Planning Authorities;
- Development of a Presidential Economic Paper (PEC) on the NDPIII Investable Products for the Private Sector;
- Conceptualization and Operationalization of the Parish Development Model (PDM);
- Analysis of how Uganda's Budget tackles the 68 percent subsistence sector;
- Presentation of the Role of Parliament to Development to the NRM-Caucus Members of Parliament at Kyankwanzi;
- A Presidential Economic Paper (PEC) on EMYOOGA;
- A Policy Paper on the African Free Continental Trade Area (AFCTA) and its implications to Uganda;
- Strategic Plan (20/21 – 24/25) for the African Peer Review Mechanism (APRM) – National Governing Council (NGC) – Uganda Chapter;
- Part of the Team that developed the Karamoja Regional Development Strategy;
- Part of the Team developing the Karamoja Regional Development Plan
- Part of the Team that developed the Strategic Plan (20/21 – 24/25) for the National Planning Authority;
- Technical Coordinator for the Uganda Targeted Review Activity by the African Peer Review Mechanism;
- Team Leader (Northern Uganda) for the Local Government Engagements over APRM Awareness and Integration of the APRM National Plan of Action (NPoA) in Local Government District Development Planning and Implementation Frameworks;
- Been involved in the development of a number of various MDA & LG Development Plans;
- Review of various MDA & LG Development Plans;
- Part of the Team that developed a Policy Paper on Human Rights of ethno-minority groups in Uganda's Development Process;
- Part of the Team that developed a Presidential Economic Council (PEC) Paper on Affordable Housing in Uganda
- Developed the Presidential Economic Council (PEC) Paper on Security Interest in Movable Property System (SIMPRS);
- Part of the Team that developed the National Development Plan III (2020/21-2024/25) (NDPIII);
- Part of the Team that developed the NDPIII Programme Implementation Action Plans (PIAPs);
- Part of the Multi-Stakeholder Team that developed the Government of Uganda Public Investment Financing Strategy;

- Part of the Team that developed the Dynamic Analysis of SDG Integration in NDPIIs (Collaborative work done with the UNDP);
- Part of the Team that undertook the Comprehensive Evaluation of Uganda's Decentralization System (2020-21);
- Part of the Team that led the integration of African Peer Review Mechanism (APRM) National Plan of Action (NPOA) integration in Local Government Plans (December, 2020);
- Informed the Government Economic Response to cushion the Economy from the Coronavirus global pandemic;
- Part of the Team that developed the Uganda Development Planning Research Framework; xl. Part of the Team that informed the Cost-Benefit Analysis of COVID-19 – Collaborative work with the Copenhagen Consensus Center (CCC);
- Part of the Team that undertook Macro-modelling of the COVID-19 global pandemic on Uganda's economy;
- Part of the Team that developed the National Strategy and Action Plan for Private Sector Development in the Post COVID-19 Recovery and Economic Growth Process;
- Part of the Team that developed a Fact -finding Report on the Sugar Cane Sector in Uganda (2020);
- Part of the Team that undertook Business Profiling of Businesses for the Greater Masaka Development Initiative;
- Part of the Team that developed the FY 2020/21; FY 2022/23; and FY 23/24 Government of Uganda Budget Strategies;
- Led the Development of Uganda's Import Substitution Action Plan;
- Part of the Team that led the Presidential Economic Paper on the Security Interest in Movable Property Registry System;
- Led the Profiling Activity & Report of Businesses at the 2020 Rwenzori Investment Expo (RIEX);
- Part of the Team that developed the Certificate of Compliance Documents for **(2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025)** (These evaluate the alignment of National; Ministry, Department and Agency (MDA) budgets to the National Development Plan);
- Led the development of the NPA Research and Publication Guidelines, 2017;
- Part of the Team that undertook the Comprehensive Independent Universal Primary Education (UPE) Evaluation. I was particularly part of the team responsible for education costing, education economics and education modelling;
- Part of the Team that developed the Uganda Green Growth Public Expenditure Report;
- Part of the Team that developed the National Development Reports (NDRs) – (2017, 2018, 2019, 2020) - (These assess the yearly performance of Uganda's Economy against the NDP targets);
- Part of the Team that undertook the development of the National Development Plan 1 (NDP1) End Term Evaluation;
- Part of the Team that undertook a Policy Study on "Increasing Access to Technical Vocational Education and Training (TVET) in Uganda";
- Part of the Team that developed the National Development Plan II (NDPII) Mid Term Review;
- Part of the Team that developed the Presidential Economic Paper on "The Process of Attaining Middle income in Uganda: What this means for Uganda?";
- Part of the Team that developed a Policy Brief on "Unlocking Uganda's Export Potential NPA Policy Brief No. 01, Quarter 1:2017/18"
- Part of the Team that developed a Policy Brief on "Fast Tracking the Development of Uganda's Iron and Steel Industry - A Value Chain Approach"; NPA Policy Brief No. 03, Quarter 3: 2017/18;
- Led the development of a Policy Study on "Strengthening of Cooperatives for Social Economic Transformation in Uganda"
- Led the Team that developed a policy brief on "Strengthening of Cooperatives for Social Economic Transformation in Uganda"
- Part of the Team that developed the Presidential Economic Council Presentation on "Strengthening Cooperatives for Socio Economic Transformation in Uganda"
- Part of the Team that developed a Policy Brief on "Towards a Hunger -Free Ugandan Society: Policy Recommendations for increasing Food and Nutrition Security"; NPA Policy Brief No. 04, Quarter 4: 2017/18;
- Part of the Team that developed six Thematic Policy Briefs emanating from the Comprehensive Independent Evaluation of the Universal Primary Education (UPE) Policy;
- Part of the Team that reviewed and assessed the level of implementation of the APRM Uganda Country Review (2017);
- Part of the Team that undertook Regional Dissemination of the APRM Country Review Report (2017) in Gulu and Mbale.
- Part of the Organising Team for the 6th National Development Policy Forum (NDPF) (on Uganda's Middle-income Status);

- Part of the Organising Team for the 7th National Development Policy Forum (NDPF) (on Export Promotion in Uganda);
- Part of the Organising Team for the 8th National Development Policy Forum (NDPF) (on Uganda's Green Growth Strategy);
- Part of the Organising Team for the 9th National Development Policy Forum (NDPF) (on Strengthening Cooperatives in Uganda);
- Part of the Organising Team for the 10th National Development Policy Forum (NDPF) (on the Comprehensive Independent Evaluation of the Universal Primary Education (UPE) Policy in Uganda);
- Part of NPA's Core Team on Uganda's macro-economic modelling;
- Part of the Core Drafting Team of the National Development Plan III (NDPIII);
- Part of the Core Team on Uganda's Third Human Resource Development Plan (HRDP);
- Part of the Team that developed a Policy Paper on Cross-sectoral linkages in the Oil and Gas Sector in Uganda – A Policy Paper on how to harness the Oil and Gas wealth in Uganda in an integrated and sustainable way;
- Drafted the NPA Executive Director's Presentation on: "A Responsive Economic Agenda" at the CPA Economic Forum, at Imperial Resort Beach, Entebbe in July, 2022
- Drafted the NPA Executive Director's Presentation on: "Transformation for socioeconomic Empowerment in Uganda". Made at the 7th CPA Economic Forum, at Imperial Resort Beach, Entebbe on 7th July, 2019;
- Drafted the NPA Executive Director's Presentation on "Transformative Education and Graduate Success made to Cavendish University";
- Drafted the NPA Executive Director's Presentation on "Neoliberal Economic Model and Gender inequality, on 9th May, 2018; at a Friedrich Ebert Stiftung at Golden Tulip Hotel;
- Prepared the NPA Executive Director's Panel Presentation at the "South to South Cooperation Summit on Family Planning" in 2018; in Bali, Indonesia;
- Prepared the NPA Executive Director's Panel Presentation on the 13th World Bank Economic Update, on "Economic Development and Human Capital in Uganda: A Case for investing more in Education" at Makerere University; 7th June, 2019;
- Prepared the Chairperson's Panel Presentation on "How Corporate East Africa can claim the 21st Century" at the 7th CEO Summit on 1st August, at Serena University;
- Represented NPA at the Top Technical Management Meeting at MoFPED on 15th October 2019;
- Part of the Drafting Team of the Uganda Monthly Economic Update Series under the leadership of the NPA Macroeconomic Department;
- Over the years, I have led and contributed to the drafting of a number of Key-note Speeches for the NPA Executive Director on a number of occasions. In some cases, I have delivered these on his behalf. These include:
 - Positioning Uganda to Benefit from the Regional Security Stabilization Efforts at the Presidential CEO Forum Bi-annual Retreat with His Excellency the President;
 - Policy Dialogue on the Need for Mainstreaming the Gender Variable into Social and Public Policy Making at Makerere University on 21st May, 2024;
 - Human Capital Development for E-Mobility at the 4th Bi-Annual Private Sector CEO Retreat on 2nd August, 2023;
 - Enhancing National Development through Multi-Sectoral Collaborative, Innovative and Inclusive Planning at the Forum for The International Association for Strategy Professionals (IASP) -Uganda Chapter, 2023;
 - Developing A Taxpayer Compliant Culture in Uganda at the 13th CPA Economic Forum, 2025;
 - Harnessing Investment Opportunities in Wakiso at the Wakiso Investment Conference, 2023;
 - Globalization Reshaped: Riding the Waves of Economic Shifts at the Stanbic Uganda Economic Insights Symposium (March, 2025);
 - Infrastructure Financing for Accelerated Growth in Uganda at the 11th Edition of the East Africa Transport and Infrastructure Conference (September, 2025);
 - Transforming Africa Through National Development Finance Architecture – Pape developed for the Uganda Development Finance Summit (September, 2025);
 - A Responsive Economic Development Agenda at the 10th CPA Economic Forum, 2022;
 - Fostering Cleaner Production to Advance Sustainable Development at the Second Edition of the National Environment Sustainability Awards (2025);
 - The Roles of a Planner/Economist in the Public Service of Uganda at the Meeting Between the Permanent Secretary/Secretary to the Treasury with All Heads of Planning Units in Uganda (August 2025) at Speke Resort Munyonyo;
 - Addressing Uganda's Affordable Housing Deficit at the The 12th National Development Policy Forum (NDPF) **AND** the 4th Edition of the NBS Housing Baraza (November, 2022);

- Keynote Presentation at the Launch and Dissemination of the Mid-Term Review of the third NDP (NDPIII) – May, 2023;
- Tourism for Inclusive Growth as a theme paper for the International Tourism Day (September, 2021);
- Transformation for Socioeconomic Empowerment: The Case for Uganda as a Keynote Speech at the 7th CPA Economic Forum (2019);
- Programme Based Budgeting: Successes and Challenges, a paper at the 3rd CPA Public Finance Management Forum (April, 2025);
- Infrastructure Integration as a National Development Catalyst as a Keynote at the Telecom Sector Power Forum, 2025;
- Mastering Influence in Policy and Decision Making at the The CEO Apprenticeship Program (CAP) 2025;
- Business Mixer: Aiming to Delve into Evolving Landscape of Business Dynamics, Challenges & Strategies at the MUBS MBA Finalist Dinner, 2024;
- Reflection on Performance of NDPIII: Strategies for NDPIV at the Regional Workshop for NRM Parliamentary Regional Whips, Local Councils' Leadership in Eastern Region;
- Improving Budget Credibility in Uganda at the Ministry of Finance, Planning and Economic Development (MoFPED) Budget Directorate (July, 2023);
- Opportunities Between Uganda and India: Leveraging the Uganda Airlines at the Launch of The Uganda Airlines Route to India (October, 2023);
- Overcoming Barriers to Uganda's Development Goals, a Paper delivered at the MAK PODCAST;
- The role of Engineers in delivering the National Development Plan IV to drive Uganda's socioeconomic transformation at the Uganda Institute of Professional Engineers (UIPE) Social Evening (June, 2025);
- Overview of Uganda's Coffee Industry at the National Coffee Dialogue (January, 2023); and
- De-Conflicting Land in Bunyoro for Socioeconomic Transformation in Hoima (December, 2023).
- Rappoteur at various Institute of Certified Accountants of Uganda (ICPAU) Economic Forums and Public Finance Management (PFM) Forums.
- Among others

I am (or was) also part of the various other multi-sectoral Committees that undertook the following:

- Core Drafting Team of the fourth National Development Plan (NDPIV; 2025/26 – 2029/30)
- Core Drafting Team of the second National Human Resource Development Plan III (HRDP: 2025/26 – 2029/30)
- Uganda Multi-Sectoral Drafting Committee on Nutrition (UNAPIII)
- National Steering Committee for the Enhanced Integrated Framework (EIF) for Uganda;
- Member of Uganda's LDC Graduation Committee
- Member of the Regional Steering Committee on the 7th East African Development Strategy;
- Member of the Regional Steering Committee on the review of implementation of progress of the EAC Vision 2050;
- Member of the Uganda's Committee on World Trade Organisation (WTO);
- Technical Committee Member to support His Excellency the President of the Republic of Uganda during Uganda's Tenure as APR Heads of State and the APRM Troika
- National Technical Coordinator for the AUDA-NEPAD Data-Cipation Programme in Uganda.
- Technical Member of the Uganda Presidential CEO Forum;
- Technical Member of the Uganda Development Forum;
- Editorial Team of the Musevenomics Handbook: Practitioners Guide on Uganda's Socio-economic Transformation.
- Expert Committee Member for the UN-CEPA Committee on Strategic Foresight;
- Strategic Planning Core Review Committee for all MDA Strategic Plans at the NPA;
- Core Drafting Team of the National Development Plan III;
- Core Drafting Team of the SDG Modelling Report for Uganda;
- Government wide Strategic Engagements Team;
- Lead Technical Person for Uganda's Targeted Review;
- National Organising Committee (NOC) of the Rwenzori Investment Expo (RIEX), 2020 (and other Regional Forums);
- Technical Committee of Uganda's National Human Resource Development Plan (UNHRDP);
- Technical Committee of NDPIII Investable Products for the Private Sector;
- Core Drafting Team of Uganda's Multi-Dimensional Poverty with other stakeholders like: Economic Policy Research Centre (EPRC); Uganda Bureau of Statistics (UBOS); Ministry of Finance, Planning and Economic Development (MoFPED);

- The African Peer Review Mechanism (APRM) Baseline Study on the Committee of Experts on Public Administration (CEPA) Principles – Effectiveness, Accountability and Inclusiveness for effective governance of SDGs and Agenda 2063;
- Core Drafting Team of Uganda's Domestic Revenue Mobilisation Strategy (DRMS) under the leadership of Ministry of Finance, Planning and Economic Development;
- Drafting of Uganda's Financial Sector Development Strategy (FSDS) under the leadership of MoFPED;
- Technical Committee of Uganda's Census of Business Enterprises (COBE);
- Regulatory Impact Assessment (RIA) of the Uganda's Agricultural Finance Policy; together with OPM, MoFPED, Cabinet Secretariat and Uganda Agriculture Alliance;
- *Local Content in the Oil and Gas Sector in Local Governments* (in 2018) – an activity that was spearheaded by Ministry of Energy and Mineral Development (MEMD);
- Regional Dissemination of the Uganda Demographic Health Survey (UDHS) Results and the Uganda National Household Survey (UNHS) Results in 2018; under the leadership of UBOS.

Personal Publications

- 2023 **Kayongo, A.,** and Mukisa, I. (2023) "Analysis of the J-Curve Hypothesis in Uganda". *Studies in Economics and International Finance*.
- 2022 **Kayongo, A.,** Guloba, A., Muvawala J., and Ssali A. (2022). A Framework for Strengthening and Sustaining Cooperatives for Socio-Economic Transformation in Uganda. *Applied Economics and Finance Journal*. Volume 9, No.2; May 2022. (<https://doi.org/10.11114/aeft.v9i2.5554>).
- 2021 Ochanda, P., N., Ssempala, R., **Kayongo, A.,** and Odokonyero T., (2021). Insufficient declines in new HIV infection rates amidst high scores in HIV testing and awareness: "A Game Theory Analysis". *Journal of Public Health: From Theory to Practice* (<https://doi.org/10.1007/s10389-021-01498-x>).
- 2020 **Kayongo, A.,** Guloba, A. and Muvawala, J. (2020). Asymmetric Effects of Exchange rate on Monetary Policy in Emerging Countries: A Non-Linear ARDL Approach in Uganda. *Applies Economics and Finance Journal*, Vol. 7, No. 5, September, 2020; available online at <http://redfame.com/journal/index.php/aeft/article/view/4928> . OR URL: <https://doi.org/10.11114/aeft.v7i5.4928> .
- 2020 **Kayongo, A.,** Mukisa, I. and Okumu, M. O. (2020). Determinants and Stability of Money Demand during Financial Liberalization in Sub-Saharan Africa: The Case of Uganda using an ARDL Approach. Research Square (Pre-print & still under review at the *Journal of Economic Structures*). DOI (10.21203/rs.2.23156/v1)
- 2018 **Kayongo A.** and Guloba A. (2018). Economic Uncertainty and Money Demand Stability in Uganda during financial liberalization: A GARCH and ARDL Approach. *Applied Economics and Finance Journal*, Vol. 5, No. 4, July, 2018; available online at <http://www.redfame.com/journal/index.php/aeft/article/view/3271> . OR URL: <https://doi.org/10.11114/aeft.v5i4.3271> .
- 2018 **Kayongo A.** (2018). Micro and Macro Effects of Product Market Reforms: Evidence from the Most Recent Research (SSRN Paper) https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3130211 .
- 2018 Harnessing Uganda's Pathways for Uganda's Development: Lessons from Agricultural and Health Sectors; (*Under the Youth4Policy Fellowship*, 2018).
- 2017 **Kayongo A.** (2017). Determinants and Stability of Uganda's Money Demand during Financial Liberalization. An unpublished Dissertation for the requirement of Masters of Arts Degree in Economics at Makerere University.

Technical Advisory to Other Stakeholders:

On a number of different occasions, I have also provided various technical advisory to the National Planning Authority Executive Board; the National Planning Authority Top Management; Ministry of Finance, Planning and Economic Development; the Presidential Economic Council (PEC); the Presidential CEO Forum; The Presidential Advisory Committee on the Budget (PACOB); Operation Wealth Creation; the Uganda Development Forum; and a number of Government MDAs and Local Governments.

I also provide/provided lots of advisory to a number of Private, CSOs and Academic stakeholders like: The UNDP; JICA; International Growth Centre (IGC); Copenhagen Consensus Center; AUDA-NEPAD; APRM; African Union, AUDA-NEPAD, EAC Secretariat and Working Committees, a number of Kingdoms and Religious & Faith Based Organisations in Uganda regarding Strategy, and a Formulation and Follow through.

Professional Memberships

Global Academy of Finance and Management (GAFM)

African Economics Research Consortium (AERC) Network

African Union & UNECA Experts Bureau of Africa's Sustainable Development – *(Also currently, the first Vice President for the Experts Bureau)*

International Association of Strategy Professionals (Uganda Chapter)

Uganda Economics Association (UEA)

Awards

2017 **Best Masters of Economics (M.A. Economics) Student – with a CGPA of 5.0**
Makerere University

2010 **Merit Sponsorship for the Undergraduate Bachelor of Science Degree with Education (Mathematics, Economics)**
Government of Uganda

Research Grant for the Masters of Economics Degree
African Economic Research Consortium (AERC)

References

Joseph Muvawala (PhD), Executive Director, National Planning Authority
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Asumani Guloba (PhD), Director- Development Planning, National Planning Authority
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Sebukeera Hennery (PhD),
Technical Advisor of the Permanent Secretary and Secretary to the Treasury (PS/ST) on the Budget (MoFPED) AND also Manager – Project & Investment Planning (NPA) at the National Planning Authority
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Declaration

I hereby certify that the above is my true description.